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## Motivating Older Workers

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Workforces are aging around the world. One of the most pressing challenges for human resource managers will be to find effective strategies for encouraging older workers to remain engaged and active members of the workforce. However, few studies focus on how to motivate the aging workforce (to continue) to work. As a result, we lack knowledge on whether and how work motivation changes with age, and which types of Human Resource (HR) practices elicit desirable older worker outcomes. To fill these knowledge gaps, this thesis aims to offer an integrated perspective, taking insights from lifespan developmental theories as well as theories on the effects of HR practices, in explaining the work motivation of older workers. More precisely, lifespan theories are used to examine the direct influence of age on work motivation, and theories on the effects of HR practices are used to examine what organizations can do to motivate their older workers (to continue to work, preferably even beyond retirement age).



Motivating Older Workers: A Lifespan Perspective on the Role of Perceived HR Practices

Dorien Kooij

# Motivating Older Workers

## A Lifespan Perspective on the Role of Perceived HR Practices

Dorien Kooij



### Uitnodiging

Voor de openbare verdediging van het proefschrift van

Dorien Kooij

Motivating Older Workers  
A Lifespan Perspective on the Role of Perceived HR Practices



Op dinsdag 27 april 2010 om 13.45 uur in de Aula van de Vrije Universiteit Amsterdam  
De Boelelaan 1105

Aansluitend is er een receptie nabij de Aula

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